

THE WHITE HOUSE

WASHINGTON

SECRET/SENSITIVE

November 6, 1970

MEMORANDUM FOR HENRY A. KISSINGER

MORI C05106236 pages 1-2

FROM: Al Haig 

SUBJECT: Talker for Luncheon with Admiral Zumwalt at 1:00 p.m.,
Friday, November 6, 1970

ON-FILE NSC RELEASE
INSTRUCTIONS APPLY

Although your luncheon meeting today is primarily a social get-together, you may want to raise the following subjects with Admiral Zumwalt:

-- Tell him you have been most impressed by what you have heard about the program he has launched to boost morale and keep talent in the Navy. (See article, on left flap, from current issue of TIME.) Ask him to elaborate on some of the present-day problems of motivating young people for service life.

-- Ask for his thoughts on possible Defense Department organizational changes resulting from the Blue Ribbon Defense Panel study. *(He is aware of Pres' Ltr)*

-- Ask him what changes in Naval force structure he would make if the Navy's budget were increased by \$1 billion; decreased by \$1 billion.

-- Discuss the possibility of establishing a greater American presence in Malta; including the need for repair facilities, possible home-porting of Sixth Fleet ships, effect on stability of Maltese Government, need for best possible U.S. representation, and possible ways to stimulate Maltese acceptance of an increased presence (e.g. approaching the Maltese community in San Francisco).

-- Since both you and Admiral Zumwalt have talked to Lee Kuan Yew, you might ask Admiral Zumwalt how he evaluates the political/military impact of possible Soviet use of facilities in Singapore and whether he favors an effort to establish a U.S. base there.

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-- Ask for his assessment of the implications for Hemispheric Defense of Allende's election in Chile and measures we should consider taking.

-- Tell him that a NSSM is being prepared calling for an inter-agency study of the Indian Ocean, and ask for his candid views on what measures should be taken, if any, in light of Soviet naval expansion into the Indian Ocean and British withdrawal.

-- Ask Admiral Zumwalt to explain the advantages and disadvantages of the possible reconfiguration of aircraft carriers for a dual attack and anti-submarine warfare role.

-- Admiral Zumwalt may ask whether you are planning to talk to Vice Admiral Rickover. Tell him you have made several attempts to meet with Admiral Rickover and expect to see him after your return from Florida. Ask how he feels about Rickover's ideas.

-- Ask Admiral Zumwalt whether he feels we can effectively combat the Soviet Y Class (Polaris type) submarine threat.

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ARM Zinging Zumwalt, U.S.N.

It was an unusual scene for the Navy, traditionally the nation's most class-conscious service. There was its highest officer, his bushy eyebrows knit in concentration, his head tilted to catch each word, as some 1,000 sailors at the San Diego Naval Station met with him to sound off their gripes—some general, some highly personal—about military life. Quietly and sympathetically, Admiral Elmo ("Bud") Zumwalt responded to each. Clarence Burris, a black cook whose wife had died of cancer and whose three daughters now need his presence, pleaded for a shore assignment, since his ship was about to sail. Zumwalt immediately ordered aides to arrange a change of duty. As he stepped from the stage, the sailors rose and cheered. A tall petty officer blocked his path. "Thank you, Admiral," he told Zumwalt, "for treating us like people."

Although he was promoted to Chief of Naval Operations only four months ago, Zumwalt already has demonstrated that Defense Secretary Melvin Laird acted shrewdly in selecting him over 33 senior admirals. Zumwalt is proving unusually well-equipped in both inclination and experience to tackle the two most pressing challenges now facing all of the armed services: to retain and attract more volunteers at a time of widespread youthful antagonism toward the military, and to maintain U.S. security despite the curtailment of defense budgets.

Electric Feeling. At 49, Zumwalt is the youngest C.N.O. the Navy has had. In his last assignment, as commander of U.S. naval forces in Viet Nam, he toured, almost daily, the coastal bases, ships at sea, boats and barges of his "muddy water" navy. While he plotted overall strategy to check enemy shipping and water-borne infiltration, he gave junior officers and chiefs considerable leeway with tactics for their own vessels. He also heard out their complaints and came away convinced that today's servicemen have "an absolute right to be treated better than they have been—they have volunteered for an unpopular war."

As C.N.O., Zumwalt has effectively applied his philosophical bent—an unusual blend of suave intellectualism in the Maxwell Taylor tradition and a populist disdain for those traditions that demean low-ranking personnel. The result is what the civilian-edited *Navy Times* calls "an electric feeling throughout the whole Navy." One Zumwalt technique, as at San Diego, has been to visit naval installations to hear out his men. Already he has met with some 30,000 of them. He has also initiated what he calls, a bit stuffily, "retention study groups"—personnel from selected categories who spend a week at the Pentagon to exchange grievances, then present them to Zumwalt in an hour-long

discussion. So far, there have been several officers to aviators and fleet enlisted men. In most cases, the wives of the men were invited to make suggestions, too.

Z-Grams. The chance to bend Zumwalt's ear is no mere exercise in catharsis. Out of all the suggestions he has heard, he has so far circulated more than 800 as "greenstripers"—official green-bordered papers calling for reaction from selected commands. Of these, 65% have been turned into "Z-grams," which are direct orders from Zumwalt to effect changes in the service. Already famous throughout the fleet, they are aimed mainly at eliminating many seemingly minor, but unsettling, irritations of military life.

The best-known Z-gram sets a goal of 15 minutes as the maximum time

mer Defense Secretary Robert McNamara conscious, experts in their own language. His studies now convince him that more of the nation's nuclear deterrent must be moved to sea with longer-range, submarine-carried missiles. His Navy must produce a ship-to-ship missile, as the Russians have done, and it must improve its anti-submarine forces.

Zumwalt concedes that some of the 18 working carriers could be eliminated. He proposes making the remaining flat-tops serve a dual role, carrying anti-submarine aircraft as well as jet fighters. Rather than keeping aging ships afloat, Zumwalt prefers to put money into the development of new forces, including more nuclear-powered ships, hydrofoils and vertical takeoff aircraft. He is especially interested in all aspects of electronic warfare and surveillance, contending that if there is a World War



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An ear for all, even wives.

any sailor should have to wait in any line for anything. Others expand liberty for men in port, permit them to wear civilian clothes at all shore installations, create a pilot program to fly their wives and children (at their own expense) to ports where their ships stay. Another offers a Pentagon computer to match up sailors wishing to exchange duty stations; men used to have to engineer their own swaps. Z-gram 35 permits beer-vending machines in enlisted men's quarters and alcoholic beverages in all barracks with individual rooms.

Kremlin Scholar. Even as he moves to take some of the starch out of Navy life, Zumwalt has also taken charge modernizing its forces to meet its traditional missions. He does not like the Administration's insistence that the fleet be cut by about 30% (from roughly 900 to 600 ships); but if it must be done, he wants to decide how to do it. A former director of the Pentagon's Naval Operations Systems Analysis Group, he was selected to argue with fo-

III, the relative mastery of electronics will determine the outcome.

Decorated for World War II service aboard a destroyer in the Battle for Leyte Gulf, Zumwalt also commanded a river gunboat that sailed up the Yangtze River to help disarm Japanese forces in Shanghai. There he met an attractive White Russian girl from Manchuria, Mouza Coutelais-du-Roche, who is now his wife. Trim and fit in body, Zumwalt is also a disciplined logician. He won speech and debating laurels at the Naval Academy (where he ranked 34th in his class of 615, but 275th in conduct). An eclectic thinker, he prefers reading contemporary political, socio-